

Sprott School of Business
Update on Unit Response to External Reviewers' Report & Action Plan

Programs Being Reviewed: Bachelor of Commerce; Bachelor of International Business; Master of Business Administration; Master of Accounting; Master of Applied Science in Technology Innovation Management; Master of Engineering in Technology Innovation; Management Master of Entrepreneurship in Technology Innovation Management; Master of Applied Business Analytics in Technology Innovation Management; Master of Science in Management; PhD in Management

Completed by: *Scott Gonsalves, Manager (Strategy and Quality)*

Approved by Dean: *Dana Brown, June 22, 2021*

Note: This document is made available for public posting on the Vice- Provost's website.

External Reviewer Recommendation	Original Action Item	Owner & Timeline	Progress Update May 2021	Will the action described require calendar changes? (Y or N)
<p>NAME: AOL Documentation CATEGORY: Recommendation</p> <p><i>IV.1. In section 5 of the CIR, the Sprott School of Business combines description of program enrolments and characteristics with curriculum improvements derived from AoL processes and from other sources of information. On the one hand this provides a rich, holistic view of each program and its management. At the same time, in order to show how AoL processes are implemented and used, the explanation would benefit from a clearer, more concrete, and separated presentation of assessment results, decision making processes, and which curriculum improvements followed particular results and why those improvements were chosen. Therefore, at its next CIR, the Sprott School of Business should explain the links between assessment results, decision-making, curricular actions if taken, and re-assessment results for each learning goal.</i></p>	1) Restructuring of responsibility of AOL activities with increased involvement by Curriculum Review Committees.	1) AOL Committee COMPLETE	1) CRC's are now responsible for the AOL processes for their program whilst the AOL Committee provides strategic oversight/review, templates, training, timelines, etc...	N
	2) Develop and implement AOL Action Plan template for use by Curriculum Review Committees (CRCs) to respond to yearly AOL reports, document actions to be taken, and document the implementation of those actions.	2) AOL Committee COMPLETE	2) CRC's have been provided an Action Plan template to allow them to better document their responses to AOL measures (yearly report provided), actions to be taken that improve student learning and to track the implementation of those actions.	N
	3) Flag the learning objective(s) to be affected for all curricular changes (in CourseLeaf).	3) Curriculum Review Committees/Program Directors COMPLETE	3) All curricular changes through CourseLeaf are now flagged with the applicable learning objectives that are affected. It is recommended that this become a mandatory field in CourseLeaf across the university.	N
<p>NAME: Strategic Plan CATEGORY: Recommendation</p> <p><i>IV.2. Strategic plan development should be given continued attention. The review team believes that it is important that</i></p>	Develop a three-year strategic plan (2019-21) for the Sprott School of Business.	Interim Dean COMPLETE	School developed an interim strategic plan (2019-21) in time for the new dean's arrival and also created a longer-term strategic plan (Vision 2025: Business For A Better World) in 2020.	N

<p><i>the process initiated to create a new strategic plan for the Sprott School of Business continue forward. The team concurs with the decision of the interim dean and the school's leadership to create a 2-3 year window to allow a new dean to get started and maintain a clear direction and trajectory for the school during the transition to the new building.</i></p>				
<p>NAME: BCom Enrolment CATEGORY: Recommendation</p> <p><i>IV.3. Although the enrolment levels in the Bachelor of Commerce (BCom) program have remained largely consistent, applications between 2015-2017 dropped by approximately 20%. This is a concern to school administrators and reflective of the increasingly competitive Ontario market. The PRT recommends that continuing attention be given to enrolment and the situation be updated at the next CIR.</i></p>	<p>Develop undergraduate recruitment strategy and action plan.</p>	<p>Associate Dean (Undergraduate) COMPLETE</p>	<p>Each year, the Associate Dean (Undergraduate) pulls together various campus units involved in recruitment (Sprott, Undergraduate Recruitment, University Communications) to develop a coordinated action plan to increase the number and quality of BCom applications. Although the number of applications continue to be ~25% below historic peaks from the 2013-16 period, the School is encouraged that the number of applications has only declined 7% during the ongoing global pandemic and they've been able to stave off significant enrolment declines during this period. New recruitment tactics have been paying off during the upcoming 2021/22 entry year with double-digit increases in the number of confirmations matched with last year. The School is also in the process of a complete redesign of its undergraduate program for Fall 2022 entry, coinciding with a Sprott rebrand and additional marketing activities, that is expected to improve interest in the program going forward.</p>	<p>N</p>
<p>NAME: Benchmarking Research CATEGORY: Future Opportunity</p> <p><i>VIII. A. 1. The Peer Review Team observes that the Sprott Journal Quality Framework, is based on the quality rankings of three journal quality lists (the Australian Business Deans Council (ABDC) Journal Rankings List, the Association of Business Schools (ABS) Academic Journal Guide, and the Centre Nationale de la Recherche Scientifique (CNRS) list). We encourage benchmarking against the journal lists used by Sprott's identified peer, competitors and aspirant schools. This could help Sprott faculty target aspirational, valued, and high-quality journals.</i></p>	<p>Identify research-specific <i>peer, competitor</i> and <i>aspirant</i> business schools to be used in benchmarking to be included in annual Research Portfolio report.</p>	<p>Research Committee, Associate Dean (Research & International) COMPLETE</p>	<p>Sprott's Journal Quality List is based on internationally recognized journal quality lists (ABDC, ABS, CNRS). The School also has a process to assess and add quality journals to that list via the Office of the Associate Dean (Research and International). This has been effective in having Sprott faculty target aspirational, valued and high-quality journals. From the introduction of the Journal Quality List, the School has been able to increase the number of recognized, quality journal articles from 81% in 2016 to 96% in 2020.</p> <p>In 2020, the Research Committee underwent a process to identify and update relevant peer, aspirant and competitor business schools. These will be used as benchmarking schools for the annual Research Portfolio report provided to the committee each year.</p>	<p>N</p>

<p>NAME: TIM Annual Report CATEGORY: Future Opportunity</p> <p><i>VIII.B.1. The Masters in Technology Innovation Management is a collaboration between the Sprott School of Business and the Faculty of Engineering and Design. It is governed by two deans and the dean of Graduate and Post-doctoral Affairs. Curriculum changes are overseen by the graduate and post-doctoral affairs faculty board. Funding is allocated by the central administration based on the ELBA formulae. There is no formal reporting process on activities in place back to the School or Faculty. Additionally, there is concern over the identity and ownership of the program among some stakeholders. The Peer Review Team recommends that the TIM program increases transparency and communication by reporting on its activities annually.</i></p>	<p>TIM Program to develop annual report on activities identified by ITEC.</p>	<p>TIM Steering Committee and Dean COMPLETE</p>	<p>The four degrees that make up the TIM program are governed by the TIM Steering Committee that includes the Director of the TIM program, a TIM faculty member, and the Deans of FED, FGPA and Sprott. While an annual report has not been developed, the program is providing the committee with comprehensive data on admissions, enrolment, retention, graduation, budget management, quality assurance (AOL), and curriculum innovation. This is satisfactory to the Dean of Sprott given this transparency, increased communication and clarity in ownership of the program.</p>	<p>N</p>
<p>NAME: Branding and Communications CATEGORY: Future Opportunity</p> <p><i>VIII.B.2. The success and quality of the Sprott School of Business programs are under noticed and in need of an aggressive branding and communications campaign. The combination of new strategic plan, ideally complemented with a clear and compelling message on the School's core values and vision, and featuring the upcoming new state-of-the-art building, can make a compelling message that can help raise the visibility and reputation of the School.</i></p>	<p>1) Undergo a reputational campaign for the Sprott School of Business.</p> <p>2) Undergo a rebranding of the School, in conjunction with the University</p>	<p>1) Interim Dean COMPLETE</p> <p>2) Dean COMPLETE</p>	<p>1) Three timed reputational campaigns were executed through Banfield (Good Business) in Fall 2018, Winter 2019 and Summer 2019 focusing on improving recognition amongst prospective students. This included sponsored news stories, social media amplification, videos and other digital assets.</p> <p>2) Sprott worked with Banfield and the university to better align its brand and promote the School in the market. That process concluded in June 2021. Sprott will align the introduction of its new brand with the launch of the Nicol Building (Fall 2021).</p>	<p>N</p>
<p>NAME: Technology Skills CATEGORY: Future Opportunity</p> <p><i>VIII.B.3. Conversations with Undergraduate students indicated that they desired to have more advanced technological and software skills relevant to their disciplines earlier in their studies. They obtain some of these skills by engaging in out of the classroom activities but worry that the average student is</i></p>	<p>Incorporate job-ready technology skills into assignments in core courses.</p>	<p>Associate Dean (Undergraduate) IN PROGRESS</p>	<p>The Foundations of Information Systems course (BUSI 2400) was redesigned to have a better focus on technology skills and was moved to be part of the 1st year curriculum to improve accessibility. In addition, a new Data Analytics course is to be introduced in Fall 2022 that will offer students in-demand, job ready and marketable skills. Lastly, a Technology badge has been added to the Employability Passport (co-curricular skill development for</p>	<p>Y</p>

<p><i>missing out on the same opportunities to gain marketable skills. Both Undergraduate and Masters students were looking for more flexibility and choice in their programs of study.</i></p>			<p>all BCom students) that allow students to take workshops or courses through AWS Training, IBM Training, Trailhead-Salesforce or LinkedIn Learning.</p> <p>A new Masters of Applied Business Analytics degree has been offered for the 2021/22 entry year and the MBA program offers a concentration in Business Analytics. Early indicators show intense interest in both of these program options.</p>	
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